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DD/S 64-3918

Executive Registry

17 JUL 1964

64-4787/1

MEMORANDUM FOR: Executive Director

SUBJECT : Attendance at Senior Service Schools

1. In response to your Action Memorandum A-403 of 2 July, I am attaching a special report dealing with the officers whose attendance CIA has sponsored at the five senior service schools and the Senior Seminar of the Foreign Service Institute.

2. The report contains a short resume on each officer, arranged according to the school attended, showing his grade and assignment at time of attendance, his subsequent assignments, and his present grade and assignment.

3. In addition, the report contains background notes, statistical data, promotion records, and very brief comments designed to bring out information about the kinds of officers CIA has selected for the senior schools and their utilization since their attendance.

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Emmett D. Echols  
Director of Personnel

Attachments: A/S

## Distribution:

- 0 - Return to D/Pers
- 1 - ER ✓
- 2 - DDS
- 2 - D/Pers (1 w/held)
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W/A. M. #403

15 JUL 64

OP/PRS [ ] aj (17 Jul 64)

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downgrading and  
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SPECIAL REPORT  
on  
CIA GRADUATES OF SENIOR SCHOOLS

INTRODUCTION

This report presents information about all of the CIA officials whose attendance has been sponsored by the Agency at the following senior schools during the years shown:

National War College	1949-1964
Senior Seminar, FSI	1958-1964
Army War College	1952-1964
Naval War College	1951-1964
Air War College	1952-1964
Industrial College	1952-1964

The report begins with a brief commentary, then presents a separate TAB for each school in the order listed above. Each TAB contains:

- (1) A short background note on the school and comments about the CIA students who attended.
- (2) A class roster, arranged chronologically, with a brief resume on each student showing: his grade and assignment at the time he attended the school, his subsequent assignments, and his present grade and assignment.
- (3) Information about the distribution of graduates among the Directorates of the Agency, and a special note about those who have resigned or been separated.
- (4) The promotion record of graduates.

BACKGROUND

In 1948 CIA obtained permission from the Chairman of the Joint Chiefs of Staff to send one officer each year to the National War College. From that beginning came a systematic program involving the selection and sponsorship of career officers at all of the senior military schools and, since its founding in 1958, at the FSI Senior Seminar. (In addition, CIA has also treated the Harvard Advanced Management Program as a "senior school" and sponsored 26 officials there.) This highly selective external training program was conceived as a key element in the Agency's development program for senior careerists. And it has employed systematic annual quotas in the management of the program.

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Procedures used in selecting candidates for the senior schools have evolved through the years. From 1949 to 1956 candidates applied in open competition to a panel (appointed by the Director of Training for most of this period) that recommended the final selections (through the Career Council during most of the period) for DCI approval. After 1956 candidates no longer applied for senior schools; they were nominated by the Deputy Directors. The screening panel was dropped in 1957 and this function assumed by the Career Council. Then in 1962, with the abolition of the Career Council, the task of screening candidates from among those nominated by Deputy Directors and other Senior Officials was given to an ad hoc committee chaired by the Director of Personnel and composed of a representative from each of the Deputy Directorates, plus the Executive Director and the Director of Training. In 1963 this ad hoc committee evolved into the Training Selection Board, chaired by the Director of Training, which has current responsibility for screening senior school candidates.

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**CIA GRADUATES OF THE NATIONAL WAR COLLEGE**  
**(1949 - 1964)**

**BACKGROUND**

The National War College was established in 1946 to assist in preparing career officers in the military services and the State Department for positions of broad responsibility in their respective departments. From the outset, however, the student body (of about 130 a year) has also included a few representatives of other agencies such as NSA, Commerce, BOB, etc. CIA obtained permission for one of its officers to attend in 1948 and has had an established quota since that time. In 1951 the quota was set at 3 per year where it still remains despite several attempts to increase it slightly.

Admission requirements at NWC call for candidates between 35-45 years of age who have a college degree or its equivalent and hold the grade of GS-14 or higher. (In practice, CIA generally considers only candidates GS-15 or higher because military participants are very rarely below the rank of full Colonel.) The course is for 10 months, beginning each August.

**COMMENTS**

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While there have been some noticeable differences in the rate of advancement among graduates following their attendance at NWC, the group as a whole appear to have been generally well selected. Only one obvious exception appears -- [redacted] ho was terminated by DDP.

Clearly, the DDI has been the most aggressive Directorate in taking advantage of NWC, both in the numbers of students sponsored and also in their competitive selection. DDS has sent the fewest students, preferring to make relatively greater use of other senior schools.

**TAB A**

Three parts of TAB A follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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CIA GRADUATES OF THE SENIOR SEMINAR IN FOREIGN POLICY  
(1958 - 1964)

BACKGROUND

In 1958 the Foreign Service Institute organized a Senior Seminar in Foreign Policy to prepare officials of the State Department and other foreign affairs agencies "for positions of high responsibility in policy recommendation and execution and in executive management roles at home and abroad." 25 members are admitted to each class which begins in August and extends for a full academic year; 17 of these members are Foreign Service Officers, 1 comes from each of the military services, and the remainder are civilian employees from State, USIA, CIA, AID, or other agencies. Since the school began, CIA has had an established quota of 1 student per year; however, this has now been raised to 2 beginning with the 1964-65 class.

Within the quotas cited, students proposed for the Senior Seminar must be: senior Foreign Service Officers, military officers with the rank of Colonel or higher, or civilians GS-15 or higher.

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COMMENTS

END 2

Two parts of TAB follow:

1. The class roster
2. The promotion record of graduates

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CIA GRADUATES OF THE ARMY WAR COLLEGE  
(1952 - 1964)

BACKGROUND

The Army War College, founded around the turn of the century, exists to "prepare selected officers for command and high level staff duty" and "to advance inter-departmental and inter-service understanding." Until 1955 the college was operated in Washington but has since been located at Carlyle, Pennsylvania. By 1963 it could count a total of 4,444 graduates. Classes consist of about 200 members, 5 of whom are civilian officials of State, CIA, USIA, and NSA.

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Admission requirements at AWC call for candidates 35-45 years of age with the rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course is for a full academic year beginning in August.

COMMENTS

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TAB C

Three parts of TAB C follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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CIA GRADUATES OF THE NAVAL WAR COLLEGE

(1951 - 1964)

BACKGROUND

Founded in 1884, the Naval War College at Newport, Rhode Island, claims to be the oldest institution of its type in the world. The "long course" to which CIA sends members began in 1911. Annual classes of about 160 contain members of other U.S. military services and civilian agencies as well as senior officers from the navies of other "powers." CIA has had an

Admission requirements at NWC call for candidates 35-45 years of age with the rank of Commander or Captain or civilian grade GS-14 or higher. The course begins in August and continues for a full academic year.

COMMENTS

TAB D

Three parts of TAB D follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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CIA GRADUATES OF THE AIR WAR COLLEGE

(1952 - 1964)

BACKGROUND

The Air War College, located at Maxwell Field, Alabama, is "designed to prepare senior officers for high command and staff duty." Annual classes have contained about 160 members but will be increased to about 275 beginning with the 1964-65 class. Students are drawn from other military services in addition to the AF and also contain civilian representatives of selected

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[Redacted]

Air War College admission requirements are similar to those of other service colleges: 35-45 years of age, military rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course begins in August and covers a full academic year.

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COMMENTS

[Redacted]

TAB E

Three parts of TAB E follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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CIA GRADUATES OF THE INDUSTRIAL COLLEGE

(1952 - 1964)

BACKGROUND

The Industrial College of the Armed Forces, founded in 1924, is managed by the Joint Chiefs of Staff as a senior military educational institution. Its curriculum considers "all phases of national and international political, economic, and military relationships and their relation to U.S. policy and strategy." The faculty and student body are drawn from all the military services "on an equal basis." In addition, since 1949 a few civilians from selected agencies have been included in the annual classes of about 160 members.

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Admission requirements call for military rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course begins in August and covers a full academic year.

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COMMENTS

TAB F

Three parts of TAB F follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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TRANSMITTAL SLIP 20 May 1964

TO: Executive Registry

ROOM NO.	BUILDING
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REMARKS:

The original w/atts was handcarried  
by Colonel White to Mr. Kirkpatrick  
today.

FROM:

Office of the DD/S *[Signature]*

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